

Operation Out and Over

After-Action Report/Improvement Plan
16 November 2015



OVERVIEW

Name	Operation Out and Over													
Dates	16 November 2015													
Scope	This exercise is a full-scale exercise planned for four hours at the National Emerging Infectious Diseases Laboratory and Boston Medical Center. Exercise play is limited to the NEIDL BSL4 space, BMC Patient Isolation Unit and the Milton Department of Public Health.													
Mission Area(s)	Response													
Core Capabilities	Medical Treatment and Transport of an Exposed Researcher													
Objectives	<p>Test NEIDL Medical Incident Response Plan with Transport to BMC</p> <p>Test BMC PIU patient receiving procedures</p> <p>Test Discharge procedures</p> <p>Test EasCare Ambulance transport procedures</p>													
Threat or Hazard	Man-Made													
Scenario	<p>Scenario 1 Researcher suffers a needle stick in maximum containment with possible exposure.</p> <p>Scenario 2 A researcher working in BSL 4 containment with Marburg Virus sustained a needle stick 10 days ago and was treated with counter measures prior to being released to home in Milton under surveillance by ROHP and Public Health. The researcher calls to report the onset of fever (102F), chills, and general malaise this morning.</p>													
Sponsor	Boston University and Boston Medical Center													
Participating Organizations	<table> <tr> <td>BMC</td><td>BEMS</td><td>MA DPH</td></tr> <tr> <td>BU</td><td>BFD</td><td>Milton Dept. of Public Health</td></tr> <tr> <td>BPHC</td><td>BPD</td><td></td></tr> <tr> <td>MDPH</td><td>EasCare Ambulance</td><td></td></tr> </table>		BMC	BEMS	MA DPH	BU	BFD	Milton Dept. of Public Health	BPHC	BPD		MDPH	EasCare Ambulance	
BMC	BEMS	MA DPH												
BU	BFD	Milton Dept. of Public Health												
BPHC	BPD													
MDPH	EasCare Ambulance													
Point of Contact	<p>██████████</p> <p>Director, Emergency Management Boston University 704 Commonwealth Avenue Boston MA 02215</p> <p>██████████</p>	<p>██████████</p> <p>Director, Emergency Management Boston Medical Center 85 East Newton Street, Room 405 Boston MA 02118</p> <p>██████████</p>												



ANALYSIS OF CORE CAPABILITIES

Aligning exercise objectives and core capabilities provides a consistent taxonomy for evaluation that transcends individual exercises to support preparedness reporting and trend analysis. Table 1 includes the exercise objectives, aligned core capabilities, and performance ratings for each core capability as observed during the exercise and determined by the evaluation team.

Objective	Core Capability	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Test NEIDL Medical Incident Response Plan with Transport to BMC	Public Health and Medical Services	P			
Test BMC PIU patient receiving procedures	Public Health and Medical Services	P			
Test EasCare Ambulance transport procedures	Public Health and Medical Services	P			
Test the Discharge Process	Public Health and Medical Services		S		
Ratings Definitions: <ul style="list-style-type: none"> Performed without Challenges (P): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. Performed with Some Challenges (S): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified. Performed with Major Challenges (M): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s), but some or all of the following were observed: demonstrated performance had a negative impact on the performance of other activities; contributed to additional health and/or safety risks for the public or for emergency workers; and/or was not conducted in accordance with applicable plans, policies, procedures, regulations, and laws. Unable to be Performed (U): The targets and critical tasks associated with the core capability were not performed in a manner that achieved the objective(s). 					

Table 1. Summary of Core Capability Performance

The following sections provide an overview of the performance related to each exercise objective and associated core capability, highlighting strengths and areas for improvement.

Objective 1

Test NEIDL Medical Incident Response Plan with Transport to BMC

Core Capability 1

On Site Incident Management

Strengths

The Full capability level can be attributed to the following strengths:

Strength 1: Notifications to the Control Center and to the Medical Incident Response Team were made in a timely manner.

Strength 2: The Emergency Response Team initiated and performed their duties according to the Medical Incident Response Plan.

Strength 3: There was good coordination between the Research Occupational Health Program (ROHP) and Boston Medical Center.

Areas for Improvement

Based upon observation there were no significant areas of improvement needed.

Core Capability 2

Public Safety and Security Response

Strengths

The Full capability level can be attributed to the following strengths:

Strength 1: Public Safety Supervisor was on the Initial Conference Call and initiated their response plans.

Strength 2: Public Safety conducted proper access procedures for EasCare Ambulance.

Strength 3: There was good communication and coordination between NEIDL Public Safety, BU Emergency Management and Boston Medical Center concerning the patient transport process.

Areas for Improvement

Based upon observation there were no significant areas of improvement needed.

Objective 2

Test BMC PIU patient receiving procedures

Core Capability 1

Public Health and Medical Services

Strengths

The full capability level can be attributed to the following strengths:

Strength 1: Detailed Procedures were developed, trained, and followed in the exercise.

Strength 2: Staff actions indicated a high level of knowledge and comfort with the procedures that fostered success.

Strength 3: The procedures were well thought out, organized, and operationally sound.

Areas for Improvement

Based upon observation there were no significant areas of improvement needed.

Objective 3

Test EasCare Ambulance transport procedures

Core Capability 1

Public Health and Medical Services

Strengths

The full capability level can be attributed to the following strengths:

Strength 1: Detailed Procedures were developed, trained, and followed in the exercise.

Strength 2: Staff actions indicated a high level of knowledge and comfort with the procedures that fostered success.

Strength 3: The procedures were well thought out, organized, and operationally sound.

Areas for Improvement

Based upon observation there were no significant areas of improvement needed.

Objective 4

Test the Discharge Process

Core Capability 1

Public Health and Medical Services

Strengths

The partial capability level can be attributed to the following strengths:

Strength 1: Staff actions indicated a high level of knowledge and comfort with the elements necessary for a comprehensive discharge plan.

Strength 2: Ensuring that procedures for the notification of Public Health agencies followed the same process for other communicable diseases simplified the process and contributed to success.

Strength 3: A collaborative approach to discharge planning that includes local and state public health representatives ensures that discharge decisions are made based on evidence and individualized environmental conditions.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1:

A discharge procedure exists but could be enhanced by developing a detailed discharge check list to facilitate a comprehensive review of patient and family teaching and understanding, environmental conditions, notifications to public health agencies, support systems for emotional, physical, and logistical issues, reporting requirements and limitations, etc.

Area for Improvement 2:

Preplanning with local communities prior to an event to share information on capabilities and resources available to respond to a developing illness in the community should be considered.

Analysis: While the drill included the notification of local and state public health agencies, it was not developed to drill deeper into the discharge process. This gave rise to many questions during the review process. Many of the questions raised in review were answered but not detailed in the discharge procedures. In addition, public health agencies participating in the exercise were not familiar with the PIU procedures nor the capabilities and resources available to support those procedures.

APPENDIX A: IMPROVEMENT PLAN

This IP has been developed specifically for Boston University and Boston Medical Center as a result of Operation Over and Out conducted on November 16, 2015

Core Capability	Issue/Area for Improvement	Corrective Action	Capability Element ¹	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Core Capability 1: Public Health and Medical Services	1. Discharge Planning	Develop a discharge Check list	Planning	BMC	██████████	December 2015	February 2016
		Conduct pre event information sessions for Public Health agencies to demonstrate PIU procedures and capabilities.	Training	BMC/BU	██████████	December 2015	February 2015

¹ Capability Elements are: Planning, Organization, Equipment, Training, or Exercise.

APPENDIX B: EXERCISE PARTICIPANTS

Participating Organizations
Boston Medical Center
BMC Incident Management Team
BMC Infectious Disease
BMC PIU Medical Director
BMC PIU Nurse Manager and Educator
BMC Clinical and Clinical Support Staff
BMC Occupational Health
Boston University
NEIDL Emergency Response Team
NEIDL Public Safety
NEIDL Researcher
Research Occupational Health Program
Boston University Police
Off Site Responders
Boston Public Health Commission
Boston Emergency Medical Services
EasCare Ambulance
Massachusetts Department of Public Health
Milton Department of Public Health
Observers
Boston Public Health Commission
NEIDL Community Liaison Committee